NAVAIRWARCENACDIV INSTRUCTION 12430.1

From: Commander, Naval Air Warfare Center Aircraft Division

Subj: FEEDBACK PROCESS GUIDANCE

Encl: (1)   Feedback Form
      (2) Performance Feedback Process Flowcharts

1.   Purpose To establish policy and procedures for consistently collecting feedback that may be used by the Competency Aligned Organization managers to determine developmental and training needs of their employees. The feedback will also be used as part of the performance appraisal process.

2.   Background Meaningful performance feedback is necessary to maximize employee efforts in teaming, customer service, continuous improvement, and self-development. In many cases, due to team assignments, competency managers will have limited opportunities to personally observe job performance. Consequently, the requirement exists for a method of collecting feedback on employee performance from team leaders so that competency managers can provide meaningful feedback to employees. In addition to the existing midyear and annual review times, documented feedback using this feedback process shall also be done either quarterly, or at times negotiated between the competency manager and team leader. Feedback to employees should be done informally on a day-to-day basis. This feedback process was developed by the joint efforts of a labor-management team. It demonstrates that teams can create policies and tool benefitting all Naval Air Warfare Center Aircraft Division (NAVAIRWARCENACDIV) employees.

3.   Labor Management Partnership . The objective of the performance feedback process and the feedback form is to encourage continuous and meaningful feedback for employees. There are occasions when the involvement of union officials and representatives can improve the performance feedback discussions between the competency manager and their employee. Both the competency manager and the employee must agree on the union's involvement in performance feedback discussions.

      a. This process does not negate any Labor Management Agreement; this includes the right of employees to grieve their performance ratings, to seek resolution of concerns through the appropriate grievance procedure, or the right to union representation in a disciplinary investigation.

      b. This process does not negate the rights of management to assign work and duties, to counsel employees on their performance, and to assign performance ratings.

4.   Scope. This instruction applies to all elements of the NAVAIRWARCENACDIV.

5.   Procedure . The process for performance feedback is depicted in enclosures (1) and (2). The process requires feedback on performance at specific times (date-driven triggers and event-driven triggers) which are summarized in enclosure (2). Flowcharts depicting the process a specific time are marked as follows:

      B. Handshake

      C.   Assignment and Performance of Work

      H.   Negotiated or Quarterly Feedback Date

    I.   Midyear Feedback Date

    J.   Appraisal Cycle Ends

    K.   Change in Competency Manager

    L.   Change in Team Leader

    M.   Critical Element Change

    N.   Employee Initiates Feedback

    O.   Employee Leaves Team

    P.   Team Leader's Requirements not being met

    Q.   Task/Handshake Complete

6.   <u>Feedback Form</u>

    a.   Enclosure (1) is the feedback form team leaders will use to provide feedback to competency managers on an employee's performance. Employees may use this form as a self-evaluation, or prepare a one page written summary of the tasks accomplished during the feedback period. Self-evaluations are submitted to the employee's first level competency manager. Employees also have the option of submitting self-evaluations through their team leader.

    b.   The feedback form is to be handled with the same sensitivity as other official personnel documents. Employees may review feedback forms generated on their performance. Requests to review feedback forms should be addressed to their competency manager.

    c.   The feedback form contains criteria designed to assist team leaders, competency managers and employees in giving feedback. Employees may, at their option, receive copies or simply review feedback forms generated on their performance. Requests to receive or review feedback forms should be addressed to their competency manager. The areas for consideration are:

    (1)   <u>Specific Tasks Accomplished</u>. This area is for documenting handshake specific tasks accomplished during a feedback period. The party completing this form should be familiar enough with the employee's work to answer this section.

    (2)   <u>Technical Performance</u>. (This area may be tailored to specific requirements defined in the handshake.) Demonstrates technical competency in the area of assigned responsibility and expertise. Takes action to achieve stated team/project initiatives, goals, and/or objectives. Products/guidance are timely, accurate, clear, and complete. Participates and contributes at meetings. Committed to the team and team goals. Respects programmatic issues.

    (3)   <u>Customer Service/Satisfaction</u>. Delivers quality products/service with the goal of meeting customer requirements. Communicates in an effective, understandable manner. Responds to inquiries in a timely manner. Treats others with courtesy and respect. Follows through and delivers on promises. Keeps the team and competency apprised of project status. When listening, asks questions to check understanding.

(4)   Team Work. Accepts and completes a fair share of the team workload on or before suspense date/deadline established. Accepts accountability for work. Helps the team address and resolve team issues. Adapts to changes in workload and/or priorities. Works constructively with team members to develop strategies for achieving goals and/or objectives. Shares information willingly. Supports decisions made by the team.

7.   Other. This area may be used as needed. Its purpose is to allow for feedback on specific tasks or criteria not covered in the previous areas. Generally, this section would be related to a specific critical element the competency manager may wish to have feedback on, or a special project which may be assigned to the employee. Other criteria will be discussed and agreed upon by the competency manager and team leader. The criteria must then be communicated to the employee.

8. <u>Comments</u>. This area should be used to indicate specific strengths and/or areas for development/training. Comments are extremely important to the competency manager and employee and enable the team leader to assist the employee in developing his/her career.

a. <u>Completion</u>. The feedback form should be completed with appropriate signature and endorsement. The block for team leader endorsement is an option the employee may choose when completing a self-evaluation. This option allows the employee to decide if the self-evaluation will be routed to the competency manager through the team leader.

b. <u>Addenda</u>. Addenda to this form must be agreed upon by both the competency manager and the team leader. If both should agree, the purpose of an addendum is to detail additional evaluation criteria, dates for submitting feedback, or events that will trigger a feedback form. Criteria used for evaluation must be communicated to the employee.

c. <u>Exceptions</u>. Situations where an employee's competency manager also serves as his/her team leader does not require generation of a feedback form. The competency manager should however, consider the evaluation criteria specified on enclosure (1) when preparing performance appraisals. There are rare instances where generating a feedback form is not practical. The team leader and competency manager must agree that a task is not appropriate for formal feedback. They will consider the percentage of time required to complete the task, the criticality of the task, criticality of the team's product, and whether the task is related to the employee's position description and critical elements. If this agreement is reached, the employee must be informed that a feedback form will not be generated and the reason why. This does not preclude the employee from submitting a self-evaluation on the task completed.

9. <u>Responsibilities</u>

a. The NAVAIRWARCENACDIV **competency managers** will ensure they have reviewed this process. They shall consider the feedback received when evaluating an employee's performance, developmental, and training needs. They shall provide timely feedback to employees and ensure the feedback is communicated to and understood by the employee. They shall make every effort to ensure that timely feedback is received from team leaders and that employees are encouraged to submit self-evaluations. Competency managers will inform team leaders if a team member has requested to review their feedback forms. It is the competency manager's responsibility to evaluate employee performance and to assign a performance rating. This responsibility may not be delegated.

b. NAVAIRWARCENACDIV **team leaders** will ensure they have reviewed this process. They shall provide feedback to competency managers at specified times. Team leaders are expected to provide informal day-to-day feedback to team members where it is appropriate, and to facilitate a team atmosphere which encourages communication between team members, team leaders, and competency managers.

c. NAVAIRWARCENACDIV **employees** need to ensure they understand the requirements of tasks assigned, and they provide feedback on their technical performance, customer service/satisfaction and team work. They should provide input on their developmental and training needs. Team members are strongly encouraged to provide self-evaluations and to communicate regularly with their team leader, other team members, and their competency managers.

d. **Human Resources Office** specialists will provide assistance and guidance on the feedback process, development of performance plans, and send reminders concerning required feedback and performance ratings.

10. <u>Review</u>. The Director, Human Resources Office, shall review this guidance annually on its anniversary date and make revisions as necessary.

L. D. NEWSOME

Distribution:

List I

NAVAIRWARCENACDIVINST 12430.1

FEEDBACK FORM
DESIGNED TO PROVIDE PERFORMANCE/DEVELOPMENTAL INPUTS

EMPLOYEE : _____ ORG: _____ TEAM: _____
COMPETENCY MANAGER (CM): _____ TEAM LEADER (TL): _____
             FEEDBACK PERIOD: _____
Please mark one:
[ ] NEGOTIATED OR QTRLY   [ ] MIDYEAR   [ ] ANNUAL   [ ] OTHER _____

INSTRUCTIONS: The following criteria are designed to assist in giving feedback to this employee. Specific comments are most beneficial in providing feedback. Additional narrative comments may be attached.

1. SPECIFIC TASKS ACCOMPLISHED: _____
_____
_____
_____

	NOT MET	MET	EXCEEDS
2. TECHNICAL PERFORMANCE: DEMONSTRATES TECHNICAL COMPETENCE AND WORKS TO ACHIEVE HANDSHAKE GOALS.	[ ]	[ ]	[ ]
3. CUSTOMER SERVICE/SATISFACTION: DELIVERS QUALITY PRODUCTS AND SERVICE WITH THE GOAL OF MEETING REQUIREMENTS. SENSITIVE TO CUSTOMER'S NEEDS.	[ ]	[ ]	[ ]
4. TEAM WORK: ACCEPTS AND COMPLETES A FAIR SHARE OF THE TEAM WORKLOAD ON OR BEFORE SUSPENSE DATE OR DEADLINE ESTABLISHED. ACCEPTS ACCOUNTABILITY FOR WORK.	[ ]	[ ]	[ ]
5. OTHER:	[ ]	[ ]	[ ]

_____
_____
_____
_____
_____

6. COMMENTS:

STRENGTHS: _____
_____
_____
_____

AREAS FOR DEVELOPMENT/TRAINING: _____
_____
_____
_____
_____

	EMPL	TL	CM	OTHER
Signature: _____	[ ]	[ ]	[ ]	[ ]

Phone #: _____   Date: _____   TL Endorsement:
_____

Employee has a right to review all their feedback forms and receive copies if requested.

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Enclosure (1)

****ENCLOSURE (2) IS NOT AVAILABLE ELECTRONICALLY****